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Management Staff

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THRU: Chief, ERA/ORR
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21 December 1959

Review of IBM Runs of ORR/ERA Analyst Time Distribution

1. The Economic Research Area of the Office of Research and Reports has carefully reviewed its use of the IBM runs which are developed from the weekly time distribution sheets prepared by its analysts. The effort has been to assure that only those factors which contribute to effective management, realistic program planning, and necessary activity reporting will be retained. As a result of this review, which has been based primarily on the solicited views of supervisory personnel at the branch and division chief level, we now propose the following actions with respect to the runs currently being prepared.

2. It is recommended that the following runs be retained:

a. Analyst Report (Monthly): This run shows for each analyst the allocation of his time for the month by activity (i.e. project research, consultation and support, intelligence maintenance, training, administration, leave, and miscellaneous). Branch and division totals are given. The run has been found useful by branch and division offices in providing a management device for monitoring the allocation of time by analysts.

b. Activity Report (Annually only): This run provides by branch and division a summary of the data in a. above. Thus it is useful on an annual basis for program planning; it is not deemed necessary on a quarterly or semiannual basis as presently issued.

c. Division Project Report (Monthly): This run lists by branch the projects which the branch has worked on and shows the number of hours worked in the current month, previous to the current month, so far in the fiscal year and in total. It has proved useful to the branches as a check on the execution of the branch program and on the progress of individual projects. It has also had some use as a measure of analyst performance.

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d. Project Number Report (Quarterly): This run lists all projects in numerical order and shows title, geographical area covered, requester, date initiated, estimated and actual completion dates, estimated and actual man-hours, and category when completed. The run is essential to the preparation of the Status of Projects Report (prepared quarterly), the annual program activity statements for budget submission, and for other reports of area activity as requested.

e. Consumer Report (Annually): This run provides essentially the same information as 1.d. above sorted and totaled as to man-hours by consumer. It is useful on an annual basis only for budget submission statements and similar reports. It is not needed by quarters as presently issued.

3. It is recommended that the following runs be discontinued:

a. Consumer Report (Monthly): This run lists by consumer the number of hours devoted by each branch to consultation and support. It does not include formal project support, nor does it include the support time of the Current Support Staff. Thus it does not give an adequate picture of the ad hoc support activities of the area, which are probably best described in the substantive terms of the periodic and special reports of area activity prepared at frequent intervals during the year.

b. Project Report (Monthly): This run lists for each project the number of hours worked by each branch in the current month, previous to the current month, so far in the fiscal year and in total. This is a different sorting of the same information shown in the Division Project Report (1.c. above), which is a more useful device for branch and division control purposes. The run has had some usefulness in St/PR in checking the number of hours charged to projects as they came in for review, but this can be done with little more effort from the Division Project Report and the Quarterly Project Number Report (1.d. above).

c. Area Report (Quarterly): This run provides a separate sorting of the information carried by the Project Number Report (1.d. above) to show the projects grouped by geographical area. No management or control purpose at the division or branch level has been served by the report, nor has there been any request for information of this type from any other echelon in the Agency. It is presumed that a special run could be provided if the information were required in the future.

d. Category Report (Quarterly): This run carries the same information as the Project Number Report (1.d. above) sorted by category, i.e. reports in process, cancelled, and category and date, if published. Its only discernible use has been in compiling the annual program activity statements for budget submission. It has now been determined that this information can be manually compiled with a small additional effort.

4. The Office now has under consideration certain modifications and simplifications of the time sheet, which it is hoped will further lessen the burden on the Machine Division. It is anticipated that the runs to be retained, as listed in paragraph 2. above, will still be requested although the degree of detail now included in the analyst time sheets will be considerably modified. Under present plans, the present format will continue to be used through Fiscal Year 1960.
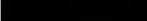
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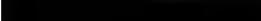
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